

Strategic Plan

for the

Directorate of Community and Family Activities

Fort Monroe, Virginia

April 2003



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1 - INTRODUCTION

The Fort Monroe DCFA Strategic Plan describes the future DCFA is moving toward and the strategic direction to get there. This document is the roadmap DCFA will use on our journey to the future.

Preparing for the future will require us to think differently and develop the kinds of capabilities that can adapt quickly to customer requirements and unexpected circumstances. An ability to adapt will be critical as we progress with transition of the Installation Management Agency (IMA), particularly the North East Regional Office (NERO). For many years we had a predictable situation as a TRADOC installation. We fashioned strategies and capabilities that met that situation. And we were successful.

Our challenges now are different. The relationships with our higher headquarters and funding structures have changed. We have to change our paradigms, take risks and better position ourselves for the future. As we change we will have to: Explore non-facility based programming; Maximizing utilization of our existing facilities; Increase integration of DCFA programming, and; Increase partnerships with the outside community. We need to make the leap into the information age to develop actionable Management Information System (MIS) information, which will be a critical multiplier of our ability to make informed decisions.

Our actions must be synchronized with others that are being taken at higher headquarters. Success will depend largely upon the ability to achieve unity of effort at all levels. The journey outlined on our roadmap focuses on the coming year and projects 5 to 10 years. As time goes by, conditions will change. Thus, the components of this plan will be updated continuously and posted on the DCFA Professionals web site. An updated review will be published annual.

Our success or failure depends on the quality of our staff, their training and equipment, the investment of resources to develop capabilities for the future, and many other factors. Unless we have a framework for allocating resources and effort in a systematic way, we will most certainly focus on the near-term squeaking wheel, while paying inadequate attention to other issues and the future. This strategic plan integrates programs, and resources to meet the needs of the Morale, Welfare, and Recreation Delivery System (MWRDS) Key Determinates, DCFA, and our customers. It is our roadmap to a balanced future and a guide to our investment strategy.

2 - DCFA STRATEGIC PLANNING PROCESS

The original DCFA Strategic Planning Model in Figure 1 was adopted in 2002. It is adapted from a traditional model developed and distributed by the Community and Family Support Center (CFSC) in 1996. It was a generic model and easily adaptable for use at any installation. The original strategic plan was developed using the process shown in the first four components of the planning model: External Environment Analysis, Programs and Markets Analysis, Developing Alternatives, and Formulating the

Strategic Plan. They made up the strategic portion of the planning process. The last two components (Operational Plans and Monitoring and Evaluating) were at the operational level and prescribed how to implement and monitor the strategic plan.

DCFA STRATEGIC PLANNING MODEL

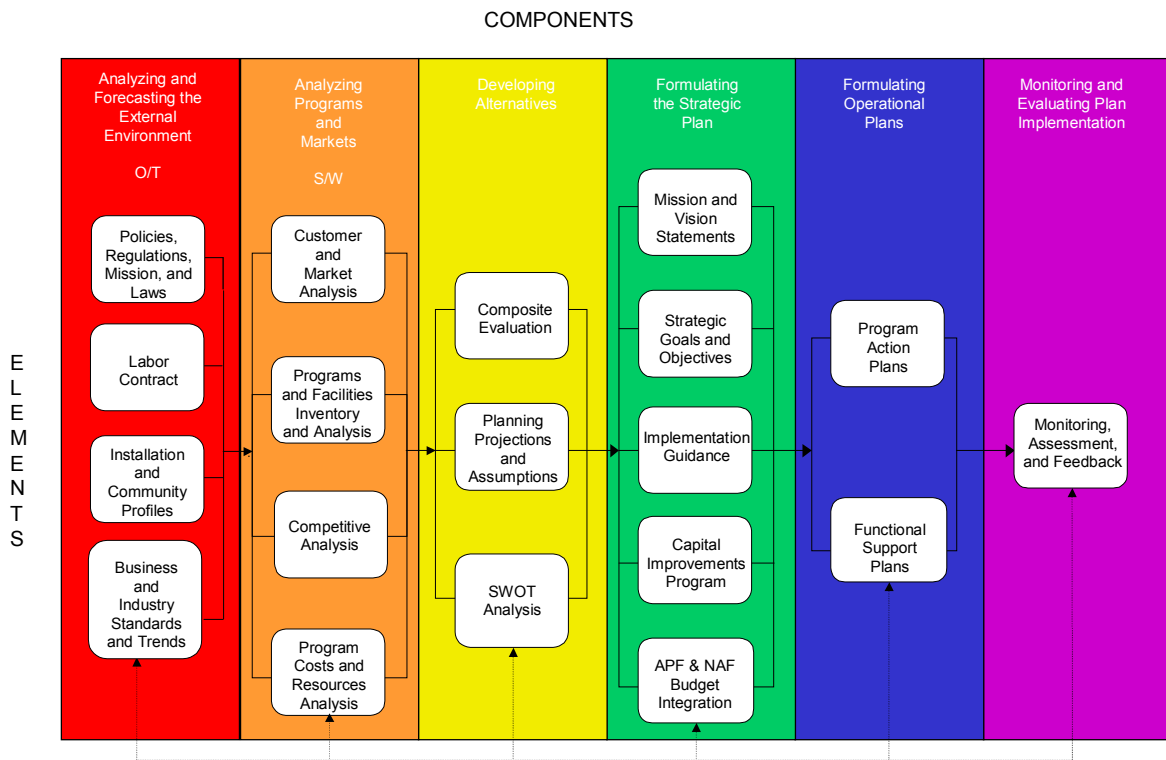


Figure 1.

With the maturing of our local strategic planning process a new model has been developed and is shown in Figure 2. The new DCFA Strategic Planning Model is designed to be a live, web-enabled, ready reference with continuous situational awareness and updating. Our DCFA Strategic Planning Model has evolved to deal with a changing environment. The old six-component model contained many important elements that are retained/realigned in the new model. However, speed, adaptability, and the new operating environment required process reengineering of the old model. To accomplish this, the old plan was broken down, reorganized, and streamlined with a view toward optimizing the overall process. With this in mind, the major components of the strategic planning model are reduced to four: Situational Awareness, Detailed Planning, Execution, and Analysis.



Figure 2.

Figure 3 drills down one layer from the four major components. Situational Awareness is a daily, ongoing activity that continuously affects the other three components. As part of a continuous process improvement cycle with the other three components, Execution takes place drawing upon the best possible resources, adaptive to the mission, and in support of customer driven requirements.

DCFA STRATEGIC PLANNING ELEMENTS

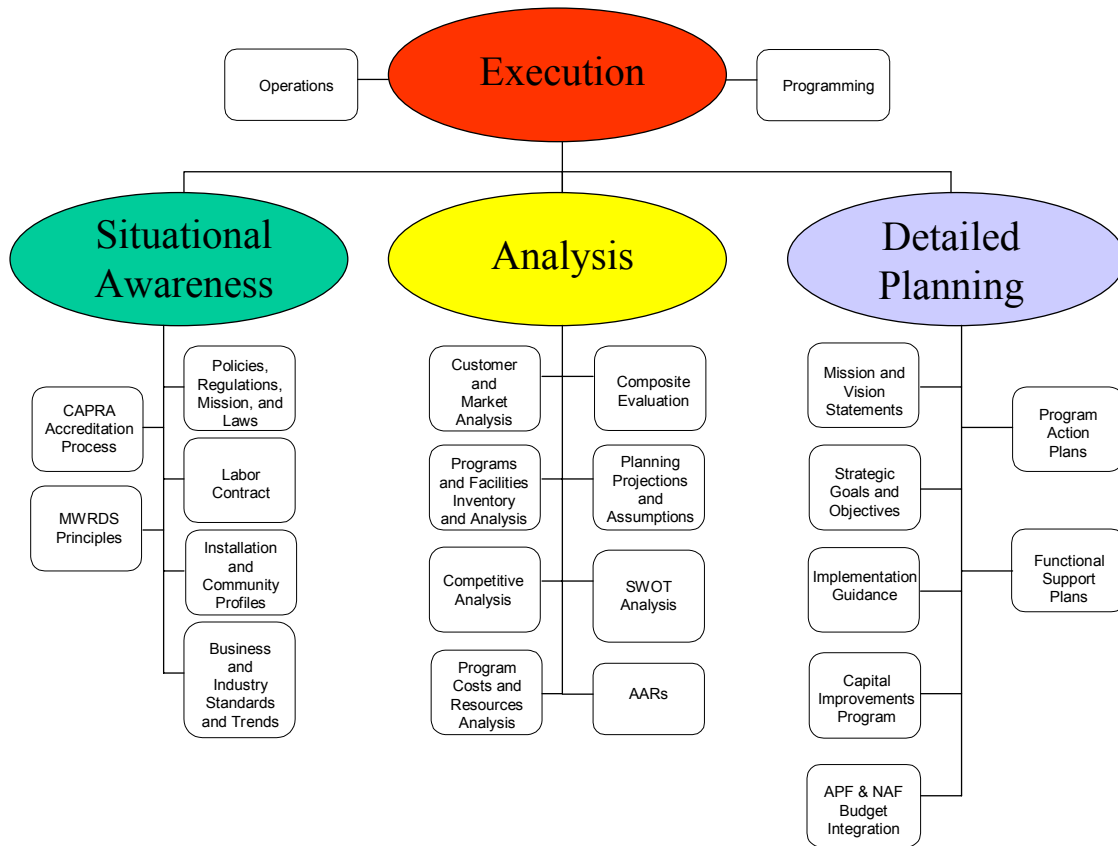


Figure 3.

2.1 - Situational Awareness Component

Analyzing and forecasting the DCFA environment entails the examination of significant aspects and trends that are external to the DCFA organization. The analysis determines the impact of these external subelements and categorizes them according to whether they represent opportunities or threats to the DCFA organization. Findings are summarized in the following table.

External Subelement	Key Information	Opportunity (O)/ Threat (T)
Policies, Regulations, Mission, and Laws		
Transitional Installation	To be fully implemented in FY03 & 04. Full	O and T

External Subelement	Key Information	Opportunity (O)/ Threat (T)
Management	effects are not yet known.	
Army Regulations	Prohibition against civilian eligibility/use of programs.	T
Human Resources	- Single NAF Workforce Initiative. - Career Management Staffing Program. - NAF Benefits Programs. - Volunteers	O and T O and T O and T O
Threat Conditions and Force Protection	Subject to world events and policy determinations.	T
Labor Contract		
Labor Contract	Most contract articles are driven by Agency rules and regulations and their interpretation by FSIP and FLRA. The agreement is a tool for stabilizing local work practices and policies.	O and T
Contract Negotiations	Existing contract effective 20 January 1993. Renegotiation of the existing contracted started in 2002 and is expected to be completed in 2003.	O and T
Installation and Community Profiles		
Installation	Flexible work schedule (various work hours/lunch periods). Changing threat conditions and access to post.	O T
Land Use and Development	Installation Master Plan provides citing for DCFA facilities and program use. Competing interest effect the plan.	O and T
Geographic	Proximity to the Chesapeake Bay, Hampton Roads cities and large military populations offers outstanding possibilities. Numerous, large military installations competing for the same market share.	O T
Social and Cultural Attributes	Small military unit presence on FM.	O and T
Demographics	Workforce lives predominantly off post. Market population is significantly represented by retired military and authorized patrons assigned to nearby military installations\commands. Assignment of Accessions Command,	T O and T O

External Subelement	Key Information	Opportunity (O)/ Threat (T)
	Installation Management Activity, Northeast Region Office, and other new activities to Fort Monroe. Customer base stability (long tours, retirement area, few deployments, etc.).	O
Business and Industry Standards and Trends		
Technology	MWR MIS modules.	O
	Customer credit card(s).	O
	Common Access Card	O
Industry Outlook/Projections	Leisure trends: Bowling is declining. Fitness activities are growing.	T O
Operating/Performance Standards	Established by CFSC or IMA	O
	Accreditation and Certification requirements.	O
Other External Subelements		
Relationships with Complimentary and Counterpart Agencies.	City of Hampton partnership in Fort at the Fort. USO – Concerts Boys & Girls Clubs 4H Virginia Beach Parks & Recreation Department – CAPRA Etc.	O and T
Base Realignment and Closure (BRAC)	Scheduled for FY 05	O and T

Table 1.

2.1.1 - CAPRA ACCREDITATION PROCESS

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) has worked in conjunction with the National Recreation and Park Association (NRPA) since 1993 as the accrediting agency for park and recreation systems throughout the country. CAPRA accreditation remains prestigious, with only 37 agencies nationally accredited in 2002. In 1998 work was begun to adapt the CAPRA accreditation program to military recreation. The Guide for Army Standards for National Accreditation is now available on line at www.armymwr.com/corporate/programs/recreation/capra.pdf.

The standards established by the CAPRA provide a stretch goal for DCFA operations. Documenting the high level of operational excellence and conforming to the rigorous CAPRA standards is a task no Army installation has yet achieved. Fort Monroe has a working team and we are actively applying CAPRA standards and preparing for accreditation. Our CAPRA Action Plan and other related information is all accessible on-line at <http://www-tradoc.monroe.army.mil/mwr/RDS&CAPRA.htm>.

2.1.2 - MWRDS PRINCIPLES

Through the concept of the Morale, Welfare, and Recreation Delivery System (MWRDS), DCFA has started our transformation to a matrix organization. By abolishing MWR as a separate division, DCFA has used current resources to provide new capabilities and adaptability for future contingencies. We have started to blend the lines between divisional parochialism. An increased focus in 2003 will be made on the quality and processes of programming coordination and planning. Continuing MWRDS efforts will likely result in fundamental changes in DCFA organization and operations (O&O). Future O&O should be scalable and task-organized to allow appropriate staff in meeting customer programming and services needs. MWRDS has conceptual, cultural, and technological dimensions. These changes are similar to those occurring in the military and the civilian sectors as they transform from the industrial age to the information age. Succeeding during this period will require fostering a culture of innovation and experimentation that encourages intelligent risk taking.

2.1.3 - POLICIES, REGULATIONS, MISSIONS, AND LAWS

The objective of the policies, regulations, mission, and laws element is to ensure that DCFA is operating within established policies, regulations, and laws; to identify potential new requirements; and to assess the opportunities and threats presented by these requirements. Although many regulations and laws at all levels specify virtually every aspect of the business environment, the focus here is on those that directly affect installation DCFA programs. These are listed on our web site at http://www-tradoc.monroe.army.mil/mwr/Pol_Reg.htm.

2.1.4 - LABOR CONTRACT

The labor contract (negotiated agreement) is the most important document in the relationship between DCFA and our NAF workforce. Our current contract has stood the test of time and served us since 1993. A new contract is currently being negotiated. For the duration of the agreement, the contract will:

- Determine significant rights and obligations of the employer, the union, and the unit employees.
- Be binding on all three parties, from the top down.
- Structure, inform, and guide the parties' relationship.
- Provide the procedures to resolve grievance and other questions such as:
 - Procedures for approving, disapproving leave
 - Disciplinary procedures
 - Performance evaluation

2.1.5 - INSTALLATION AND COMMUNITY PROFILES

Many aspects of the installation and local area significantly influence the nature, type, and scope of DCFA programs. Each aspect presents a different type and level of opportunity or threat to the installation DCFA programs. Key sectors considered in this element include demographics, land use and development data, key physical attributes, social and cultural attributes, and the local economy.

2.1.6 - BUSINESS AND INDUSTRY STANDARDS AND TRENDS

Four basic aspects of the leisure and community support industry can significantly affect installation DCFA programs: technology, business practices and delivery systems, leisure industry outlook, and business operating performance measures and standards. The Army has established financial performance standards for MWR and lodging programs. A variety of DCFA program areas have program specific standards which have been established through accreditation programs. DCFA has an overall accreditation program, with established standards to attain, as set by CAPRA.

2.2 - Analysis Component

The purpose of the Analysis Component is to assess: local markets for DCFA programs; the internal operating performance of the DCFA organization, and; DCFA program actions in providing these programs. This information, summarized as program and organizational strengths and weaknesses, is crucial for understanding where the organization is and where it should be headed.

2.2.1 - CUSTOMER AND MARKET ANALYSIS

Population data is accumulated from the Defense Enrollment Eligibility Reporting System (DEERS), Army Stationing and Installation Plan (ASIP), CFSC Soldier and Family Demographics System, Civilian Personnel Advisory Center (CPAC), and other sources. Current population data was projected to the year

The Post Performance Management Review includes continued monitoring of our Customer Comment Card program, Figure 5. Goals are set and performance viewed over time to determine trends.

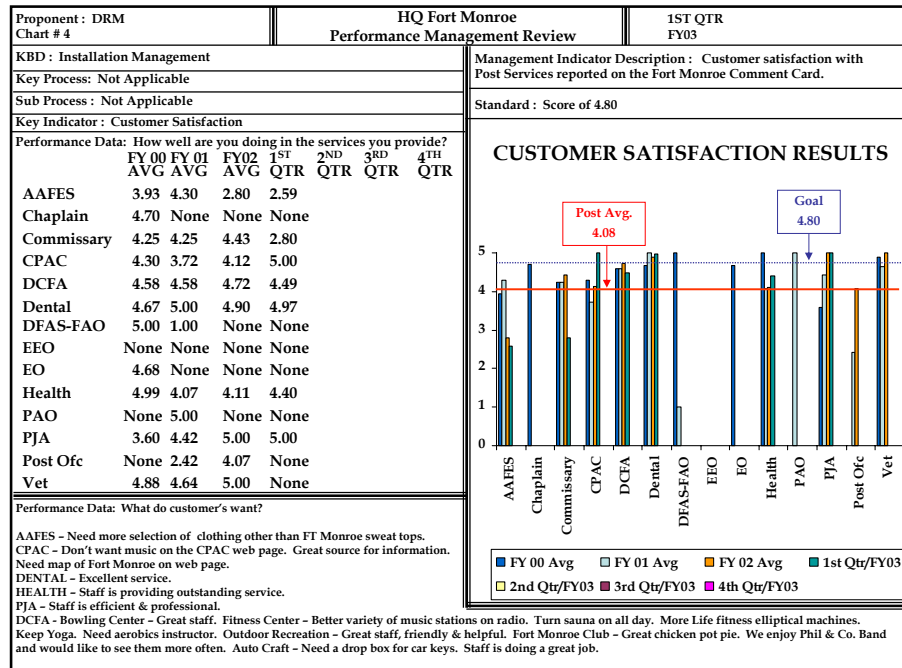


Figure 5.

This element also provides an interim and/or supplemental opportunity to assess program quality expectation and performance issues. Issue surveys, targeted customer surveys, direct customer feedback, etc. are all part of this element.

2.2.4 - PROGRAM COSTS AND RESOURCES ANALYSIS

All DCFA programs are compared to CFSC program standards and actual results from other installations in the MACOM. This analysis is captured on a PowerPoint presentation and updated at least annually.

In developing alternatives, the external environment's opportunities and threats are considered in coordination with the internal program strengths and weaknesses. From this integrated framework, alternative strategies and goals are formulated. Two principal tools used are the composite evaluation and the integrated SWOT analysis (the combination of strengths-weaknesses and opportunities-threats). Operating assumptions are also developed for clarity.

2.2.5 - COMPOSITE EVALUATION

The composite evaluation is an assessment of the expected contribution of each program area to: mission, quality of life, and profitability. A failure to address any one of these factors could imperil the combined effectiveness of DCFA programs.

With restrictions on APF support that were implemented in the late 1980s, the lack of investment resources (capital funding) dictated that DCFA efforts over-invest in near-term operational issues. This short-changed preparations for the future and created a downward spiral with severe operational failure in many areas. The support received through USA reimbursement in recent years had significantly turned this situation around and allowed for renewed investment in facilities, modernizing equipment, and staff.

With the establishment of IMA and NERO the funding stream of USA reimbursement has been constrained. Hopefully, this will only be a short-term situation and positive investment momentum will resume. The immediate impact of limited USA reimbursement is that Fort Monroe cannot generate sufficient NIBD to fund CPMC expenditures under NERO guidance. While USA reimbursement is essential to maintaining operational readiness of MWR activities, even more significantly, it is critical to future investment.

The composite evaluation matrix is a guide for determining investment strategy based upon area(s) of emphasis, posture of available funds, and long-term objective(s). On Monday, May 6, 2002, the Post Commander, DCFA, DRM, and a group of DCFA program managers met to develop the following chart.

CATEGORY	PROGRAM	MISSION	QOL	PROFIT
A	Adult Sports	H	H	L
A	Fields & Courts	H	H	L
B	Lodging	H	H	NA
A	Fitness	H	M	L
A	ACS	H	M	L
B	CDS	H	M	L
B	Aquatics	M	H	L
B	Rental Center	M	H	L
C	Bowling - Snack Stand	M	M	M
B	YS	M	M	L
C	Club	M	L	H
B	Arts & Crafts	L	H	M
B	Auto Crafts	L	H	M
B	Bowling	L	H	M

CATEGORY	PROGRAM	MISSION	QOL	PROFIT
C	Marina	L	M	H+
C	Self-Storage	L	M	H
B	RV Storage	L	M	H
B	Picnic Shelters	L	M	M
B	RV Travel Park	L	L	H

Table 2.

2.2.6 - PLANNING PROJECTIONS AND ASSUMPTIONS

To avoid program level goals, objectives, and strategies that might result in wasted resources, assumptions about the environment under which Fort Monroe's DCFA programs will be expected to operate are the following:

◆ PERFORMANCE

- The Installation Status Report (ISR) will be used to assess programs.
- The Well-Being Status Report (WBSR) will be used to assess programs.
- There will be an increased emphasis on management accountability.
- Requirements for DCFA program accreditation and personnel certification will increase.
- NAF program areas, will continue to be measured by NIBD performance

◆ FINANCIAL

- Unpredictable future of APF funding and USA reimbursement levels.
- Unified Resource Funding will be implemented, possibly as soon as FY04.
- Reduced profitability of local MWR activities.
- RV park expansion will be completed in FY04.
- There will be very little NAF major construction funding for at least the next couple FYs.

◆ OPERATIONS

- IMA progress toward full operating capability (FOC) will bring continuous change.
- NERO will increase oversight of local operations.
- Uniform Levels of Service (ULOS) measurements will be developed to support: the ISR; funding decisions; and operational mandates.
- Standardization requirements of DCFA business processes will increase.
- An emphasis on improving business practices will continue.
- Customer driven programming will result in:
 - ◆ Increased outsourcing of staff (contracting) to provide programs.
 - ◆ More conducting programs outside of our facilities.

- ◆ Reliance on improvements in technology to allowing for more consolidation of functions and interconnectivity.
- Union relationship will remain good.
- On post lodging capacity to support conferences will be an unmet requirement.
- Membership programs will continue at the club.
- ◆ PATRONAGE
 - On-post patron base remains stable or grows slightly as additional activities/units are assigned.
 - On-post demographics may change with fewer lower grade residents as Wherry Housing is replaced by RCI in FY05.
 - Force protection requirements (security levels) will affect access to on-post facilities and programs.
 - eCommerce and other non-facility based programming will continue to grow.
- ◆ COMPETITION
 - Army and Air Force Exchange Service first rights of refusal will continue.
 - Off post competition will remain robust.
- ◆ STAFF
 - Career Management Staffing Program will be implemented by FY05.
 - Single NAF workforce remains a possibility in out years.
- ◆ CHAMBERLIN HOTEL – Possible Army acquisition of this facility and DCFA program/funding involvement remains a wildcard issue.

2.2.7 - INTEGRATED SWOT ANALYSIS

In the integrated SWOT analysis, a matrix arrays external opportunities and threats against program strengths and weaknesses to identify actions for exploiting strengths and minimizing weaknesses. These potential strategies, shown in Fort Monroe's SWOT matrix in Figure 6, provide the basis for selecting the goals and objectives that make up the strategic plan.

On Tuesday, June 11, 2002, a cross-functional team of DCFA program managers met to develop the following SWOT matrix worksheet.

Fort Monroe SWOT Matrix Worksheet		
<i>Internal Factors</i>	STRENGTHS (S) ⇒ Facilities ⇒ Equipment ⇒ Maintenance standards ⇒ Leadership/management ⇒ Activities offered ⇒ Personnel quality ⇒ Customer service culture	WEAKNESSES (W) ⇒ Small IMWRF presents financial challenges ⇒ Small program staffs with lack of depth ⇒ Program information provided customers (advertising and feedback) ⇒ Proximity to the flag pole(s) ⇒ Parking ⇒ Number of lodging units available ⇒ Turnover of first line staff
<i>External Factors</i>		
OPPORTUNITIES (O) ⇒ Stable labor contract ⇒ Transitional Installation Management ⇒ Single NAF Workforce initiative ⇒ Career Management Staffing program ⇒ NAF benefits programs ⇒ Volunteers ⇒ Customer workforce is very senior in grade ⇒ Improving MIS modules and technology ⇒ Proximity of Chesapeake Bay, HR cities, large military populations ⇒ Historical site ⇒ Steadily expanding, growing off-post area ⇒ Assignment of new commands ⇒ Partnership with local community ⇒ Conservative, family-oriented, low-crime, friendly community atmosphere ⇒ Increased wargaming and other conference requirements	S–O ACTIONS ⇒ Increase customer driven programming ⇒ Expand other facilities with high ROI (i.e. travel park & marina) ⇒ More efficient use of facilities ⇒ Explore opportunity for joint ventures, outsourcing programs or partnering with local community ⇒ Focus marketing and programming efforts on high return areas (i.e. marina, club and bowling) ⇒ Pursue program accreditations and staff certifications ⇒ Target programs at growing senior market ⇒ Bring in additional patrons from off post and other installations	W–O ACTIONS ⇒ Conduct more integrated programming & cross market ⇒ Lobby for adequate APF resources ⇒ Improve customer information ⇒ Educate the Command on the value of DCFA services ⇒ Improve long-range program planning ⇒ Improve staff awareness and cross promotion ⇒ Expand marketing opportunities through the eCommerce ⇒ Support expansion of conference center facilities and lodging with the club as the hub ⇒ Reduce turnover rate of wage grade and other first line staff
THREATS (T) ⇒ Large population of soldiers living off post, which reduces their use of on-post activities ⇒ Explosion of retail and commercial outlets ⇒ Single NAF Workforce initiative ⇒ Career Management Staffing program ⇒ Customer workforce is very senior in grade ⇒ Customer base resides predominantly off post ⇒ NAF benefits programs ⇒ Raised threat conditions, which restricts access for off-post patrons ⇒ BRAC ⇒ Transitional Installation Management ⇒ Limitations of laws and regulations	S–T ACTIONS ⇒ Educate customer about value pricing, installation access, and quality of programs ⇒ Educate leadership on QOL impact from force protection decisions ⇒ Adjust programming to post 9-11 security conditions ⇒ Transform the organization to support IMA processes and goals ⇒ Meet and exceed customer service expectations—use customer comment cards as a gauge ⇒ Retain quality management and staff	W–T ACTIONS ⇒ Develop emergency response, building evacuation, and other force protection plans ⇒ Maintain market price surveys ⇒ Explore non-traditional programming, non-facility based programming, and eCommerce ⇒ Build new partnerships ⇒ Transition organization to promote efficiencies and synergy of actions

Figure 6.

2.2.8 - AFTER-ACTION REPORTS

The feedback process for future program planning and execution is provided by after-action reports. DCFA currently has a mixed performance level of completing and responding to AARs. This will be an emerging area of emphasis as we develop a Systemic Evaluation Program as part of our CAPRA effort. Our objective will be to complete AARs systematically and regularly.

2.3 - Detailed Planning Component

The previous planning components provided DCFA with information and options for deciding where the organization is going and how it is going to get there. This component provides an organized decision-making process for developing an integrated and realistic plan. The process moves from evaluation of mission statements and a clear picture of a desired future state of affairs (vision statements), to performance-based goals.

2.3.1 - MISSION AND VISION STATEMENTS

Vision and mission statements from higher headquarters, the DCFA mission statement, and ongoing operations are reviewed to assure alignment and corrections where necessary.

Army Vision Statement

People, Readiness, and Transformation

Army Mission Statement

“It is the intent of Congress to provide an Army that is capable, in conjunction with other Armed Forces, of preserving the peace and security... of the United States... supporting the national objectives... and overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.”

Title 10, United States Code: Section 3062

IMA Vision Statement

The preeminent Department of Defense agency that produces highly effective, state-of-the-art installations worldwide, maximizing support to People, Readiness and Transformation

IMA Mission Statement

Provides equitable, efficient and effective management of Army installations worldwide to:

- support mission readiness and execution
- enable the well-being of soldiers, civilians and family members
- improve infrastructure
- preserve the environment.

CFSC Vision Statement

"First Choice"

CFSC Mission Statement

Create and maintain "First Choice" MWR products and services for America's Army, essential to a ready, self-reliant force.

IMA Region (NERO) Mission Statement

- Respond to emerging installation management requirements
- Assess and convey resource requirements to DA
- Guide, direct, enable and oversee assigned garrisons

Fort Monroe Vision Statement

The premier total force installation on a historic landmark serving the world's best.

Fort Monroe Mission Statement

Provide quality base operations support to Department of Defense personnel and activities through facilities, infrastructure, well-being and force protection.

Fort Monroe DCFA Vision Statement

Premier Morale Welfare and Recreation (MWR), lodging, family support, and other authorized programming for the Fort Monroe community.

Fort Monroe DCFA Mission Statement

Provide quality support to Department of Defense personnel and activities through Morale Welfare and Recreation (MWR), lodging, family support, and other authorized programs.

2.3.2 - STRATEGIC GOALS AND OBJECTIVES

Requirements from the mission and vision statements, IMA NERO guidance, and CFSC policies and directed actions, are combined with the DCFA strategic planning components of ANALYSIS and SITUATIONAL AWARENESS. Identifiable actions are grouped by category to define strategic organizational goals, supporting objectives and descriptive statements for each goal developed. Supporting actions to the goals are updated during DCFA Strategic Planning meetings, as the result of Action plan and Support Plan updates, and whenever circumstances dictate.

Directorate Leadership: Directorate Leadership provides vision, policy, and direction to plan and operate customer-focused programs.

Customers: Exceed customer expectations in quality, value and service.

Programs and Marketing: Provide customer focused programs, activities, and services that are essential to readiness and contribute to the quality of life of the Fort Monroe community. Market research will provide the basis for establishment, realignment, or cancellation of programs.

Human Resources: Attract, develop and sustain a satisfied, high performance workforce.

Financial Management: Achieve and maintain a fiscal posture that meets financial standards.

Facilities: Acquire and maintain facilities and equipment that support customer needs.

Support Processes: Improve DCFA support processes.

Information Technology: Maximize use of emerging technologies to increase efficiencies, reduce costs, improve revenues, and enhance customer service.

Focus on Change: We are in a period of rapid change and cannot be satisfied with the status quo.

2.3.2.1 - Strategic Goal #1: Directorate Leadership

Directorate Leadership provides vision, policy, and direction to plan and operate customer-focused programs.

Aligns with:

- ◆ (CAPRA Category 1. Agency Authority, Role and Responsibility)
- ◆ (CAPRA Category 6. Program and Services Management)
- ◆ (FM GOAL 1. Foster Superior Well-Being.)
- ◆ (FM GOAL 3. Be the Benchmark for Installation Stewardship.)
- ◆ (FM GOAL 6. Improve Performance.)

Action #	Description	Measure of Success	POC	Delivery Date	Cost
1.1	To provide focus to the MWRDS transformation, DCFA programs and services provided shall be based on these determinants: 1. Increased customer driven programming 2. More effective use of facilities and technology 3. Non-facility based programming 4. Integrated programming 5. Active pursuits of outsourcing opportunities	1. Include determinants in performance standards of program managers.	DCFA	Spring 2003	Low
		2. Show evidence of applying determinants in programming.	Program managers	Ongoing	Low
1.2	Review, if necessary redesign, the DCFA Strategic Planning Model. Assure applicability of all elements and efficiency of the process as a planning tool for program managers.	Complete review and publish changes.	Don VanPatten	Spring 2003	Low
1.3	Update all elements of the DCFA Strategic Plan at least annually.	Complete elements and publish updated information.	Don VanPatten	Spring 2003	Low

Action #	Description	Measure of Success	POC	Delivery Date	Cost
1.4	Incorporate Army Well-Being Program (AWBP) into DCFA.	Have a primary DCFA POC participating in Post level initiatives on the AWBP.	Don VanPatten	Ongoing July 2007	Low
1.5	Participate in submission of annual Post APIC package.	Document program participation in annual reports.	Don VanPatten	Annually	Low
1.6	Establish premier fitness center operations with innovative programming and services.	Complete first operational year in new facility with a successful portfolio of accomplishments in innovative programming and services.	Ron Finchum	Spring 2004	Low
1.7	Coordinate regional and inter-service School Liaison Office partnerships.	Update annual listing of partnerships.	Charlie French	Spring 2004	Low
1.8	Work toward Commission on Accreditation of Parks and Recreation Agencies (CAPRA) accreditation.	Establish a working team that is actively working on compliance to CAPRA standards.	Don VanPatten	Spring 2003	Low

2.3.2.2 - Strategic Goal #2: Customers

Exceed customer expectations in quality, value and service.

Aligns with:

- ◆ (FM GOAL 1. Foster Superior Well-Being.)
- ◆ (FM GOAL 3: Be the benchmark for installation stewardship.)

Action #	Description	Measure of Success	POC	Delivery Date	Cost
2.1	Exceed established Post goals for Customer Comment Card ratings.	Scores over 4.8 on PMR.	Program Managers	Ongoing	Low
2.2	Meet 10-day response to Customer Comment Cards.	Response rate under 10-days.	Sandie Turner	Ongoing	Low
2.3	Meet or exceed the established criteria of the Army Uniform Levels of Service (ULOS).	Document attained results compared to ULOS.	Don VanPatten	Ongoing July 2007	Low
2.4	Focus on accreditations in all program areas.	75% of programs have attained accreditation, were available.	Program managers	Ongoing	Low
2.5	Ensure Family Advocacy Program credibility, accountability, effectiveness and efficiency.	Promote training and develop program outcome measurements.	Eva Granville	Fall 2003	Low

2.3.2.3 - Strategic Goal #3: Programs and Marketing

Provide customer focused programs, activities, and services that are essential to readiness and contribute to the quality of life of the Fort Monroe community. Market research will provide the basis for establishment, realignment, or cancellation of programs. Outsource programming where that makes sense.

Aligns with:

- ◆ (FM GOAL 1. Foster Superior Well-Being.)
- ◆ (FM GOAL 3: Be the benchmark for installation stewardship.)
- ◆ (FM GOAL 6. Improve Performance.)
- ◆ (CAPRA Category 2. Planning)

Action #	Description	Measure of Success	POC	Delivery Date	Cost
3.1	Develop and implement plan to aggressively market bowling. Diversify customer and programming base.	Reverse declining trend in lane fee income.	John Deyo	Summer 03	Low
3.2	Develop and implement an aggressive marketing plan for new marina slips.	Fill 100% of new slips within 1 year of occupancy availability.	Theresa Grogan	Spring 04	Low
3.3	Enhance quality reputation and increase volume of club catering services.	Continuously grow the program revenues by 10% annually.	Donald Houchins	October 03	Low
3.4	Raise Family Child Care (FCC) performance.	Maintain at least 3 certified homes.	Susan Searles	Ongoing	Low
		Attain FCC Army Accreditation	Susan Searles	Fall 2004	Low
3.5	Develop a synergistic environment of cross-programming and support between programs.	Continuously improve a DCFA program planning process with participation by all program managers.	Don VanPatten	Ongoing	Low
3.6	Develop and implement an aggressive marketing plan for use of new RV	Attain a 90%	Jennifer	Summer	Low

Action #	Description	Measure of Success	POC	Delivery Date	Cost
	travel park spaces.	occupancy rate.	Pilkinton	04	
3.7	Develop and implement plan to aggressively improve bowling center snack bar financial performance.	Establish a trend of improving NIBD.	John Deyo	Summer 03	Low
3.8	Analyze feasibility of reopening ITR program on FM. Take action based upon analysis.	Open ITR program or abandon idea.	Maria Jackson	Fall 03	Med
3.9	Provide opportunities for Army family members to pursue employment and career opportunities.	Develop outcome measures to evaluate program effectiveness.	Eva Granville	Fall 03	Low
3.10	Promote access to club services and programs that help connect soldiers, civilians and their families to the Army.	Increase club membership by 5% over FY02.	Donald Houchins	October 2003	Low
		Increase regular club sales (non-catering) by 10% over FY02.			
3.11	Develop and implement services aimed at preventing child abuse.	Provide new parent support services to at least 50 expectant parents.	Eva Granville	Fall 2003	Med
		Provide services to promote child safety, strengthen parenting skills, and reduce parental stress and isolation to at least 3000 individuals.	Eva Granville	Fall 2003	Med
3.12	Create a community culture properly addressing family violence.	At least 75% of FM population will be aware of family violence dynamics.	Eva Granville	Fall 2003	Low
		Provide education and support for at least 75 individuals/couples	Eva Granville	Fall 2003	Med

Action #	Description	Measure of Success	POC	Delivery Date	Cost
		.			
		Ensure an effective, coordinated response for at least 20 victims of domestic violence.	Eva Granville	Fall 2003	Low
7.13	Ensure FAP credibility, accountability, effectiveness and efficiency.	Train 100% of professionals working in FAP on family violence identification and reporting.	Eva Granville	Fall 2003	Low
		Develop program outcome measures to evaluate program effectiveness.	Eva Granville	Fall 2003	Low

2.3.2.4 - Strategic Goal #4: Human Resources

Attract, develop and sustain a satisfied, high performance workforce. We must make better use of the human resources we have, by shaping the work force to meet future requirements and by improving our proficiency and efficiency.

Aligns with:

- ◆ (FM GOAL 1. Foster Superior Well-Being.)
- ◆ (FM GOAL 5: Prepare the Workforce for the Future.)
- ◆ (CAPRA Category 4. Human Resources)

Action #	Description	Measure of Success	POC	Delivery Date	Cost
4.1	Provide at least one professional development opportunity for each employee.	Exceed goal as measured on PMR.	Sandie Turner	Ongoing	Medium
4.2	Provide premier level of staffing at fitness center.	Attain on-hand staffing level equal to premier standards.	Ron Finchum	Oct 04	Med
4.3	Focus on professional certifications in all program areas.	80% of staff have attained professional certifications, were available.	Program managers	Ongoing	Low
4.4	Ensure reception/integration for all new personnel.	Complete in-processing checklist for all personnel.	Program managers	Ongoing	Low
4.5	Conduct exit briefs with departing personnel. (All regular appointments, selected flexile appointments, contractors, others)	At least six briefings quarterly with DCFA.	Paul Heilman	Ongoing	Low
4.6	Prepare an Individual Development Plan (IDP) as part of the performance standards for employees.	Complete IDPs for all employees who receive formal performance evaluations.	Program managers	Ongoing	Low

Action #	Description	Measure of Success	POC	Delivery Date	Cost
4.7	Eliminate backlog of new employee background checks.	Complete all background checks NLT two weeks after entry on duty.	Don Petrine Eva Granville	Summer 03	Low
4.8	Establish customer service training program.	Conduct training at least annually.	Cliff Whitehouse	Fall 03	Low
4.9	Merge Sports and Fitness program staffs to produce synergy of operations.	Align program structure and positions with unified chain of command and operations.	Ron Finchum	Summer 2003	Low

2.3.2.5 - Strategic Goal #5: Financial Management

Achieve and maintain a fiscal posture that meets financial standards.

Aligns with:

- ◆ (FM GOAL 3: Be the benchmark for installation stewardship.)
- ◆ (FM GOAL 6. Improve Performance.)
- ◆ (CAPRA Category 5. Finance)
- ◆ (CAPRA Category 9. Risk Management)

Action #	Description	Measure of Success	POC	Delivery Date	Cost
5.1	Improve club's financial performance. - Increase catering revenues.	- (\$35,000) NIBD in FY03. - 2% NIBD in FY04. - 8% NIBD in out years.	Donald Houchins	October 03	Low
5.2	MWR self-sufficiency from locally generated income (LGI).	Fully fund a vigorous CPMC program	Rod MacGillivray	FY 06	High
		Attain NIBD goals for all program areas.	Program Managers	FY 06	Low
5.3	Generate sufficient Lodging NIBD to support high quality units.	Fully fund a vigorous CPMC program.	Karen Bowers	Ongoing	Low
5.4	Identify APF requirements based on MWR/Family/lodging authorized HQDA criteria for inclusion in the installation base operations budget.	Maintain continuously updated list of APF requirements.	Don VanPatten	Ongoing	Low
5.5	Complete competitive pricing surveys.	Maintain documentation of pricing	Rod MacGillivray	Spring 2003	Low

Action #	Description	Measure of Success	POC	Delivery Date	Cost
		surveys.			
5.6	Improve financial performance of bowling center.	Reduce snack bar labor costs to under 60% in FY03 and 50% in out years.	John Deyo	Oct 2003	Low
		Reduce snack bar COGS to under 50% in FY03 and 45% in out years.	John Deyo	Oct 2003	Low

2.3.2.6 - Strategic Goal #6: Facilities

Acquire and maintain facilities and equipment that support customer needs. Recognize that our facility and equipment requirements should be based upon program needs, not the perpetuation of facilities. At the same time, we must look for more effective use of facilities by utilizing them for non-traditional programming, program integration, and other new programs. We should continuously identify and refine our future requirements even while continuing to deal with immediate needs. Through this ongoing process, we can define the requirements that will make future programming successful and then organize and align our other resources accordingly.

Aligns with:

- ◆ (FM GOAL 1. Foster Superior Well-Being.)
- ◆ (FM GOAL 3. Be the Benchmark for Installation Stewardship.)
- ◆ (FM GOAL 4: Improve and Maintain Infrastructure.)
- ◆ (CAPRA Category 7. Facility and Land Use Management)

Action #	Description	Measure of Success	POC	Delivery Date	Cost
6.1	Establish building 171 as a state-of-the-art fitness center.	Renovate Building.	Ron Finchum	May 03	High
		Staff to standards. (See 4.2)	Ron Finchum	May 03	High
		Procure and install state-of-the-art equipment and furnishings.	Ron Finchum	May 03	High
6.2	Reevaluate, update and submit NAF construction projects by 31 May annually. (Post STO 4.1.d)	Submit documentation for NAF construction projects.	Rod MacGillivray	31 May annually	Low
6.3	Develop 2 new picnic areas to replace those lost in expansion of the RV travel park.	Finish construction of areas.	Jennifer Pilkinton	Spring 2004	Med

Action #	Description	Measure of Success	POC	Delivery Date	Cost
6.4	Submit 1391 for construction of a full-size gymnasium facility.	Submit and maintain updated 1391.	Rod MacGillivray John Tutson	Spring 08	High
6.5	Expand RV travel park.	Complete addition of 40 new spaces.	Jennifer Pilkinton	Spring 04	High
6.6	Expand CAC to include Youth Activities Center.	Complete expansion.	Susan Searles	Fall 04	High
6.7	Relocate ODR, Equipment Rental Center to Building 12.	Open relocated center.	Jennifer Pilkinton	Fall 03	Med
6.8	Expand abilities to support conferences, to include lodging.				
	- Maintain and expand club capabilities to support conferences. - Submit lodging project for facility in area of the club.	Fully fund a CPMC program. Complete facility construction.	Donald Houchins Karen Bowers	Ongoing FY 08	Low High
6.9	Upgrade outdoor pool.	Complete implementation of upgrade plan.	Mike Carlomany	FY 06	High
6.10	Develop and implement NAF infrastructure maintenance and repair projects list by 15 Nov annually. (Post TO 4.2b)	Complete CPMC budget.	Rod MacGillivray	15 Nov annually	Low
6.11	Develop a plan for the disposition of the fabric gym and alternatives for programming currently conducted in the facility.	Complete plan with goals and timeline.	John Tutson	Summer 2003	Low

2.3.2.7 - Strategic Goal #7: Support Processes

Improve DCFA support processes. DCFA is embracing efficiency and innovation across the full spectrum of operations.

Aligns with:

- ◆ (FM GOAL 1. Foster Superior Well-Being.)
- ◆ (FM GOAL 2. Set the Standard for Force Protection.)
- ◆ (FM GOAL 6. Improve Performance.)
- ◆ (CAPRA Category 3. Organization and Administration)
- ◆ (CAPRA Category 8. Security and Public Safety)

Action #	Description	Measure of Success	POC	Delivery Date	Cost
7.1	Develop emergency response, building evacuation, and other force protection plans.	Document and practice the plans.	Agnes Scott	Sep 03	Low
7.2	Transform the organization to support goals of TIM in realigning or centralizing selected support processes.	Make changes without degradation of support to programs.	Don VanPatten	TBD	Low
7.3	Conduct the 2003 Leisure Needs Survey.	Publication of LNS results.	Cliff Whitehouse	TBD	Low

2.3.2.8 - Strategic Goal #8: Information Technology

Maximize use of emerging technologies to increase efficiencies, reduce costs, improve revenues, and enhance customer service. This goal includes the horizontal integration of C4 (command, control, communications and computers). This network-centric access to knowledge, systems, and services makes possible the conversion of raw information from different platforms into data for program managers and information for management decisions.

Aligns with:

- ◆ (FM GOAL 6. Improve Performance.)
- ◆ (CAPRA Category 10. Evaluation and Research)

Action #	Description	Measure of Success	POC	Delivery Date	Cost
8.1	Install customer ID system at fitness center and pool.	Complete installation and training.	Karen Idzi	July 2003	Med
8.2	Install touch screen POC at fitness center and club.	Complete installation and training.	Karen Idzi	July 2003	Med
8.3	Seamlessly upgrade all MIS systems as new versions are fielded.	Customer satisfaction with all fielding services.	Karen Idzi	Ongoing	Low
8.4	Develop a system for After-Action Reporting that is: customer-friendly for the program manager to complete; contributes to program financial and trend analysis; provides quality, useful information for future program planning.	Evaluations are routinely produced, maintained, and used in future program development and planning.	Don VanPatten	Winter 2004	Med
8.5	Integrate MIS data with a comprehensive system of programs and services analysis/evaluation.	MIS data is integrated with AARs, financial statements, and other systems to provide actionable information.	Don VanPatten	Spring 2005	Med

2.3.2.9 - Strategic Goal #9: Focus on Change

We are in a period of rapid change and cannot be satisfied with the status quo. For this reason, a separate DCFA goal is added to the 2003 strategic plan to provide special focus on change and some of the cutting edge actions.

Aligns with:

- ◆ (FM GOAL 6. Improve Performance.)

Action #	Description	Measure of Success	POC	Delivery Date	Cost
9.1	Initiate operation of the marina restaurant.	Open a restaurant	Theresa Grogan	Summer 2003	Low
9.2	Initiate a series of live, major name, concerts on Fort Monroe.	Conduct concert series	Maria Jackson	4 July, 16 Aug, 2003	High
9.3	Involve Fort Monroe DCFA staff in voluntary MWR deployment status.	Identify and process at least two volunteers for service.	Paul Heilman	Spring 2003	Low

2.3.3 - IMPLEMENTATION GUIDANCE

Primary responsibility for each objective was assigned to a specific individual or group and a time for its completion established. Additional individuals or teams may be identified to provide assistance and input. Results will be monitored as this plan continues to evolve.

2.3.4 - CAPITAL IMPROVEMENTS PROGRAM

After reviewing the DCFA goals and objectives, considering existing facility deficiencies, the Fort Monroe Installation Master Plan, major construction planning guidance, and projected availability of resources, the Capital Improvements Program is developed. Figure 7 summarizes the MWR major investment plans. Figure 8 summarizes the Lodging major investment plans.

Capital Improvement	Activity	Funding Source	Funding Requirements (\$000)				
			FY03	FY04	FY05	FY06	FY07
Construction of Aquatics Park	Aquatics	APF	0	0	2,000	0	0
Expand AutoCrafts Shop	AutoCrafts	APF	0	85	0	0	0
YA Expansion of CAC	CYS	APF	0	400	0	0	0
Snack Bar Equipment	Bowling	NAF	4.5	4	0	4	0
Chairs	Club	NAF	0	10	0	10	0
Tables	Club	NAF	0	2	0	2	0
Touch Screen POS System	Club	NAF	10	0	0	3	0
Dance Floor	Club	NAF	10	0	0	0	0
Karaoke Jukebox	Club	NAF	10.6	0	0	0	0
Install Wallpaper	Club	NAF	15.2	0	0	0	10
Multimedia Equipment	Club	NAF	25	10	0	10	0
Tanning Beds	Fitness	NAF	4.1	0	0	0	0
Construction of new	Lodging	NAF	0	0	0	0	10,000

Capital Improvement	Activity	Funding Source	Funding Requirements (\$000)				
			FY03	FY04	FY05	FY06	FY07
Lodging Facility							
A Dock Refit	Marina	NAF	0	38	20	20	0
Signage	Marina	NAF	2	0	0	1	0
Repair Forklift	Marina	NAF	2.6	0	0	0	0
Storage Lockers	Marina	NAF	5	0	0	0	0
Retail Fuel Pumps	Marina	NAF	6	0	0	0	0
Retail Fuel Pumps	Marina	NAF	6	0	0	0	0
RV Travel Park Expansion	ODR	NAF	1,000	0	50	0	0
Hobycat with Trailer	ODR	NAF	1.5	0	0	0	0
HOBYCAT W/ TRAILER	Rental	NAF	1.5	0	0	0	0
Client Tracking System	Vet Clinic	NAF	9	0	0	0	0
Power Carts	YS	NAF	7.1	0	0	0	0

Figure 7.

Capital Improvement	Activity	Funding Source	Funding Requirements (\$000)				
			FY03	FY04	FY05	FY06	FY07
Room Safes	All Units	NAF	6.8	0	0	0	0
Redecorate	Perry House	NAF	0	18.5	0	0	0
Replace Bedsets	Armistead Hall	NAF	0	0	3.2	0	0
Replace Carpet	Armistead Hall	NAF		0	0	12.60	0

Capital Improvement	Activity	Funding Source	Funding Requirements (\$000)				
			FY03	FY04	FY05	FY06	FY07
Replace Guest Washers/Dryers	Armistead Hall	NAF	0	0	9	0	0
Replace Drapes and Bedsets	Armistead Hall	NAF	0	0	0	0	14

Figure 8.

2.3.5 - APF & NAF BUDGET INTEGRATION

This is a continuous process that prioritizes identification of APF requirements and applies APF as the preferred funding option at all operational levels. Management of USA reimbursement funds is a major component of this element.

2.3.6 - PROGRAM ACTION PLANS

The annual updating of Program Action Plans is a process that is now in the third consecutive year for all DCFA programs. With each year the plans become more attuned to the specific actions that are needed at the program level to achieve DCFA goals and provide the best customer driven programs. The Program Action Plans are integrated with DCFA goals, APF and NAF budgets, and program manager performance standards.

Individual Program Action Plans are incorporated, in their entirety, into this DCFA Strategic Plan by reference and can be viewed at http://www-tradoc.monroe.army.mil/mwr/program_action_plans.htm.

2.3.7 - FUNCTIONAL SUPPORT PLANS

Functional Support Plans are the same as Program Action Plans except that they focus on support functions rather than programs. i.e. Information Management, Procurement, Financial Management, and Marketing. For the first time in 2003, the managers of these key support processes have developed Functional Support Plans.

Individual Functional Support Plans are incorporated, in their entirety, into this DCFA Strategic Plan by reference and can be viewed at http://www-tradoc.monroe.army.mil/mwr/functional_support_plans.htm.

2.4 - Execution Component

Execution takes place in a matrix organization that can adapt quickly to customer requirements and unexpected circumstances. Where possible, a two-team approach of operations and

programming is used. This organizational structure, with the DCFA overseeing the total organization, is a critical component to make MWRDS successful. Due to Fort Monroe's small size, physically distinct operations and programming teams are not practical throughout the organization. However, a matrix organization using operations and programming emphasis is utilized at all levels.

2.4.1 - OPERATIONS

Operations teams/staff focus on:

1. Informally finding out what the market wants and communicating it to the program staff.
2. Operating the indoor and outdoor facilities, courts, and fields.
3. Maintaining equipment; coordinating facility maintenance and repair.
4. Making facility reservations inherent to the facility, for example, courts (but not classes or programs).
5. Budgeting input for facilities.
6. Delivering self-directed programs.
7. Evaluating customer satisfaction.
8. Providing support for directed programs.

2.4.2 - PROGRAMMING

Programming teams/staff focus on:

1. Planning for directed program activity (e.g., aerobics, sports, entertainment) or service.
2. Identifying program needs.
3. Coordinating logistical support for directed programs.
4. Coordinating contracts for programs or services.
5. Coordinating marketing.
6. Finding a suitable place to conduct the activity (whether on or off the installation).
7. Conducting the program, if appropriate.

8. Preparing cost analysis and pricing for directed programs.
9. Partnering with the community.
10. Finding out what the market wants and coordinating for directed programs.
11. Assuming responsibility for registration of participants.
12. Evaluating customer satisfaction.

Programs and services may be conducted by the DCFA staff, contracted, or provided through a partnership (e.g., cooperative arrangement), thereby minimizing program ownership. Through *frequent contact with customers*, programmers must determine which services are to be provided and, as resources permit, satisfy those needs.

3 - SUMMARY

The DCFA Strategic Plan described in this summary was completed using the many supporting elements of the Situational Awareness, Analysis, and Detailed Planning components. That, always accessible, resource of information provides the guidance necessary for subordinate program and support activity managers to develop their respective plans with a one-year planning horizon. They can also tap this Strategic Plan information at any time to customize and develop plans for near-term programming and other operational requirements

Additional guidance and operational-level actions were brainstormed during numerous strategic planning sessions. This Strategic Plan is aligned at all levels with a review process to assure planned progress is either being accomplished or appropriate actions initiated.